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MEMORANDUM FOR: Acting Deputy Director (Administration)

THROUGH : Chief of Administration, DD/P

SUBJECT : Survey Report of the WH/Admin/Logistics [REDACTED]

1. PROBLEM. To re-evaluate logistics type T/O positions with the WH Division with a view toward determining:

- a. The appropriate organizational location for the most economic and efficient performance of essential logistical functions and
- b. The minimum number of personnel estimated to be required for the performance of such functions.

2. FACTS BEARING ON THE PROBLEM.

- a. The Admin. Staff/WH has been limited to a maximum of ten (10) positions [REDACTED] by direction of [REDACTED] Admin. The distribution of these positions is shown in Tab I.
- b. The entire system of logistical procedures is in the process of review and correlation with the expanded responsibilities of the Logistics Office. Revisions, coupled with refinements being made in program planning procedures and budget and finance systems, and the evident need to operate within limited appropriations, will tend to place added emphasis on logistical calculations at all levels.
- c. The [REDACTED] operates under the direct supervision of the C/Admin., who personally performs many of the essential logistics tasks in order to maintain a minimum performance of the logistical functions. No intra-divisional directive was cited which set forth the approved functions [REDACTED]. The activities [REDACTED] are a combination of specialized logistics tasks and general service/administrative/housekeeping jobs.
- d. There are no approved functions for a prototype logistical element in an area division. Intra-divisional assignment of functions has been left, very generally, to the discretion of responsible officers in the individual divisions.

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Auth: [REDACTED]

Date: [REDACTED]

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- e. The T/A [] allows one position, See Tab 1. 25X1
- f. In the absence of specific work units applicable to the several operations performed [] and any record of the actual time spent on each, it has been necessary to establish certain arbitrary factors and accept such actual counts as are available, with estimates for others. While these factors may have no individual significance, they will prove helpful for comparative purposes as the survey is extended. See Tab 2. 25X1

3. DISCUSSION.

- a. It is appropriate, at the beginning of this discussion, to consider the restriction which limits the Admin. Staff/WH to ten positions. This restriction, established by OD/P/Admin., bases the Admin. Staff strength on the strength of the Division Headquarters. The distribution of positions is shown on Tab 1 and results in the allocation of one position []. The relative strength of a division headquarters does not appear to be a valid determining factor in calculating the staffing requirements [] in view of the fact that logistical support is also provided to field stations and their personnel. It is obvious from the facts brought out in this study that the strict application of such percentage restriction is not feasible in all situations. The critical tone of this report should not be interpreted as a reflection on any element of WH Division or the personnel concerned. The survey in this Division endeavored to determine 1) the total regular and over-time man hours expended in accomplishing the workload of the logistics element, 2) the present and potential workload [] 3) the adequateness of performance of essential functions, and 4) recommendations necessary to provide an adequate logistics service. 25X1
- b. As discussed at length in previous reports, the procedures concerning all aspects of the Agency logistics/supply system are under study in order to attain a tighter control and to provide adequate coordination in the preparation and processing of all related documents. There are evidences that all budgetary/finance/fiscal procedures and operations will be re-examined in an effort to obtain complete and accurate accountings. These factors, coupled with reductions in appropriations, will force attention on improved requirements calculation and all other logistical phases of the Agency operation. 25X1

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- c. [] is operating without published functions, but generally within the accepted concept of an element at this echelon. It is believed that, at the completion of this survey in all divisions and senior staffs, a prototype functional statement can be developed for an area division logistical section which will define the appropriate scope and concept of such elements.
- d. The Logistics Officer/WH is under direct supervision of the C/Admin., who participates personally in the performance of logistics functions to the extent necessary to accomplish essential activities.
- e. Detailed logistics annexes have not been prepared in the past for any projects in this division. The detailed logistics annexes are of primary importance because they are basic logistical documents:
- (1) They provide justification for 05-09 money requested for projects.
 - (2) They provide the justification for the allocation of funds in a current year or supporting budgetary data in connection with requests for appropriations for future years.
 - (3) The consolidation of all annexes in the division becomes the Forecast of Material Requirements. This Forecast is required periodically by the Logistics Office as a basis for its long range procurement and contracting program.
- f. Full utilization is made of the official vehicle and real estate records of Logistics Office. No duplicating records are maintained in the division other than copies of periodic reports provided by Logistics Office.
- g. Three problems concerning vehicles have appeared, in varying degrees, in all divisions surveyed. These have been discussed at length in former reports and are restated here as a matter of record:
- (1) Current procedure, or at least current performance, does not provide this headquarters with timely information concerning the vehicle situation in the field. The Logistics Office is now in the process of publishing a procedure devised to remedy this situation.

- 3 -
SECRET
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- (2) There is need for a firm enforcing mechanism to implement procedures which require that this headquarters be furnished Declarations of Trust on vehicles purchased by individuals from funds provided by the Agency.
- (3) There appear to be no approved standards, applicable to the individual area divisions, by which to determine the justification for purchase, replacement or disposal of vehicles. Such standards would have to be developed by the individual divisions, each having in mind its particular problems of terrain, service, cover, etc., and be in support of an over-all Agency policy statement. It is understood that Logistics Office is now considering the development of such policy.
- h. Discussions with personnel in the Admin. Staff/H indicate an appreciation of the scope and extent of the responsibilities and functions which should be inherent in an area division logistics element. Examination into the actual duties indicates that only the most essential are performed, and at a minimum level, for the simple reason that present staffing does not permit more extensive performance.
- i. The workload [redacted] as in others surveyed, consists of specialized logistics activities and general service/housekeeping/administrative jobs not related to the logistical mission of the element. The assignment of these non-specialized jobs to a logistics [redacted] question. Their performance by personnel carrying high grades based on specialized functions cannot be justified, they have no relation to the logistics specialty, their performance adds nothing to the stature of a specialized staff level unit, and they interfere with the performance of more important logistical tasks since such jobs usually demand immediate action. It is believed that they should be assigned to a clerk of appropriate grade and title outside the specialized sections of the staff, either as a solo job or as additional duty.
- j. A Coordinator from the staff of the Logistics Office is assigned, as in other area divisions, to accomplish the necessary liaison between the division and the Logistics Office. His mission is to inter-change logistics and supply information, work out solutions to mutual problems, expedite requisitions and shipments, provide assistance and guidance where possible, and otherwise assist the division logistical element. From talks with the Coordinator and the WH Logistics Officer, it appears that their relationship is excellent and that the Coordinator is being used extensively. No particular problems in this connection were evident.

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k. An examination [] indicates a minimum of records and files being maintained on current operations. However, it is noted that three locking type file cabinets are retained in the Section office, the equivalent of two cabinets containing obsolete and/or irrelevant material which should be disposed of forthwith, thus providing some badly needed office space and permitting the centralizing of all the pertinent and current records []

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l. Determination of T/O requirements [] must be based on observation, estimations, the calculated impact of full performance of the true functions of the element, the possibility of elimination or reduction in present duties, special situations pertinent to this division, and comparison with the requirements in like elements in other area divisions. In arriving at this determination, the following factors were considered:

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(1) Requisitions and Line Items:

WM Division ranks second among the five comparable divisions in the number of requisitions processed (30 per month based on FY 1953 operations) and the number of line items per requisition (10 per average requisition). These are primary factors governing the activity of a logistics section.

(2) Stations:

WM Division has [] stations, which ranks it second among the comparable divisions in this respect. This is a pertinent workload factor since it represents the number of supply channels which must be established and serviced.

(3) Funds:

WM Division has been allotted approximately \$314,000 for 00-09 materials for FY 1954. This ranks lowest of the five comparable divisions in this regard. However, this is considered a minor factor. It takes very little more logistics effort to calculate, requisition and expedite an expensive item or large number of items than it does to perform the same service on a less expensive or single item.

(4) Problem Situations:

WM Division has two specific problem situations which have

SECRET
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a workload [] is a very high level project being mounted directly from this headquarters and requiring specific attention on the part of the Section, and the other is a field base which because of its mission, has created special problems for the Section in the past. It appears that demands in this respect are about the same as in other divisions.

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(5) Internal Relationships:

Internal relationships, as they concern the matter of staffing the Logistics Section, appear to be no major problem in this division. Administrative support and guidance is adequate and cooperation from the division staff and operating level is stated to be satisfactory.

m. The present staffing of WH/Admin. staff allows one position [] plus the use of half of the time of one typist [] to the C/Admin. office. This one man staffing is not desirable for several reasons:

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- (1) It does not permit the performance of the full functions of the office.
- (2) It is misleading because even the minimum performance of the most essential logistics activities is actually requiring the equivalent of two full time positions. The one logistics officer position is augmented by over-time, extra time, borrowed help, and the assistance of the C/Admin.
- (3) It makes no provision for annual leave, accidents, emergencies, extended illness or TMI on the part of the logistics officer.
- (4) It provides no opportunity [] to operate to the correct concept of it's responsibilities in the matter of constructive requirements calculation, planning and coordination, nor for any corrective developments in field station logistics and supply operations.
- (5) It makes necessary the distribution of the [] legitimate responsibilities to other than logistics personnel.

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- n. Present time utilization and calculated strength requirements for may be rationalized as follows:

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	<u>Manhours Per Month</u>
(1) One Logistics Officer	160
(2) Over-time - Monthly average	44
(3) Extra hours - not charged as over-time - average	20
(4) Hours of typist service - estimated	30
(5) Logistical duties performed by C/Admin. - estimated - per month	<u>40</u>
(6) Total manhours expended per average month	344
(7) Total hours (item (6) above) repre- sents the equivalent of	2 Positions plus
(8) <u>Plus</u> additional strength necessary to permit adequate accomplish- ment of the full responsibilities of the Section and allow for the normal annual and sick leave, training periods and incidental T&I common to all elements	<u>1 Position</u>
(9) Calculated minimum T/O Requirement	3 Positions

h. CONCLUSIONS.

- a. The limiting of SM/Admin. staff to ten (10) positions, based on the size of the division headquarters alone, does not provide adequate personnel to carry on the functions charged to the element and makes no provision for emergencies. This strength is being augmented throughout the staff by means of overtime, which is an unsatisfactory substitute for regular personnel strength.
- b. Revisions to present procedures and regulations concerning logistics will tend to place added emphasis on the preparation and processing of all logistical documents and material calculations. It is not likely that the present concept of the responsibilities of an area division logistical element will change materially.
- c. If, at the completion of this survey, a prototype functional state-
ment is developed which can be accepted, it should be made official;

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otherwise, the Division should develop a functional statement clearly delineating the responsibilities [redacted]

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- d. The matter of current job description is not important since this report will recommend that the staff of the section be enlarged; at such time, the jobs should be realistically described. It is believed that the term 'Logistics Officer' is more descriptive of the positions than 'Supply Officer' which was formerly used.
- e. The importance of a detailed and priced logistics annex as an attachment to each project wherein material is involved has not been emphasized in this Division. The [redacted] undertake immediately the development of detailed annexes for all projects, where appropriate, working in cooperation with case officers, country branch officials and staff personnel. The Division should assure that no new project is approved without such attachment, if pertinent.
- f. The G/Admin/WH should initiate action to develop a set of standards, applicable to this Division, by which to determine the adequacy of justifications for the purchase/lease/replacement/disposal of vehicles under the control of the Division. X
- g. General service/administrative/housekeeping duties should be withdrawn from [redacted] and assigned as additional duty to a clerk of appropriate grade and title elsewhere within the Admin. Staff in order to prevent their performance by, or interference with specialized employees of a grade and title not commensurate with the tasks.
- h. The files [redacted] should be screened and all obsolete and unrelated matter should be disposed of, together with surplus file cabinets.
- i. The Coordinator, assigned from the staff of the Logistics Office, is being utilized to the extent to which [redacted] is performing its mission.
- j. An evaluation of the factors and situations pertinent to the staffing [redacted] indicates that, in order to perform the duties and responsibilities which belong to this element, the [redacted] allotted three positions, two logistics officers, and a capable clerk having typing ability. The staffing pattern of the divisions would indicate grades GS-13, GS-12, and GS-9 as being appropriate to this element.

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- 8 -
SECRET
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SECRET
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5. RECOMMENDATIONS.

- a. That the T/O of the SM/Admin. Staff be increased by two positions in order to provide a total of three positions [redacted] two of which should be established as Logistics Officers, and the third as a Logistics Clerk. 25X1 25X1
- b. That either a prototype functional statement proposed to be developed at the close of the present survey or a division statement of functions be published [redacted] 25X1
- c. That the C/Admin/WH direct the C/Log [redacted] to develop, or assist in the development of, firm detailed logistics annexes for those projects in the division having material requirements; and that the C/Admin. take action to assure that future projects, when presented for approval, be supported by such detailed annexes where appropriate. 25X1
- d. That C/Admin/WH initiate the development of a set of standards, pertinent to this division, by which to determine the adequacy of justifications presented in connection with requests for the purchase/issue/replacement/disposal of vehicles.
- e. That [redacted] files presently maintained in the section and dispose of all obsolete and irrelevant material and surplus file cabinets. 25X1
- f. That all non-specialized activities be withdrawn [redacted] and assigned, as additional or sole duty, to a clerk of appropriate grade and title, possibly attached directly to the office of the C/Admin. 25X1 25X1

[redacted]
Analyst, Management Office

Attachments:

Tab 1 and 2

TECHNICAL ADVISOR:

Logistics Office Representative:

[redacted]
Inspection and Review Officer

APPROVED:

[redacted]
Asst. Management Officer, SM/A
(For the Logistics Services)

[redacted]
Management Officer, SM/A

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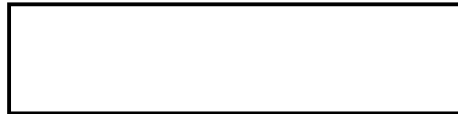
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Tab 2

STANDARD FACTORS

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|---|--------------------------|
| 1. Number of Projects in the Division which require the preparation of Material Annexes | 120 (est.) |
| 2. Number of requisitions prepared per average month
Average number of Line Items | 30
10 |
| 3. Number of Property Disposal Actions per month | 5 |
| 4. Number of Cables and Dispatches prepared per month:
Cables
Dispatches | 10
50 |
| 5. Manhours spent per average month in meetings and conferences | 20 |
| 6. Manhours spent per average month in the review of proposed regulatory issuances | 4 |
| 7. Manhours per average month spent in the preparation of reports
Recurring 1
Intermittent 1 | Manhours 2
Manhours 2 |
| 8. Manhours per average month spent in the performance of admin/general serv/housekeeping activities
Actions 120 | Manhours 50 |

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